



Arizona Department of Education

Internal Customer Satisfaction Survey Report

Fiscal Year 2013

(April 2013)

Table of Contents

<u>Section</u>	<u>Page</u>
1. Executive Summary	2
2. Results Overview	4
3. Results by Service Provider Group	5
a. Human Resources	5
b. Building Operations	7
c. Business & Finance	9
d. Information Technology (IT)	11
e. Office of Communications	13
f. Government Relations	15
g. Research & Evaluation (R & E)	17
h. Strategic Planning	19

Executive Summary

In April 2013, the ADE Internal Customer Satisfaction Survey was distributed to all ADE staff. Of the 512 who were invited to participate, 250 responded (49% response rate). The enclosed report is a summary of Survey results. The purpose of the assessment was to measure internal customer satisfaction on current ADE services, and to identify issues, problems and opportunities for improvement from our internal customers' perspective. This assessment is a critical component in guiding the Department to achieve "Knock Your Socks Off" (KYSO)¹ service in the following value-added components of service:

1. Information is delivered in a timely manner.
2. Communication completely and effectively covers the scope of the topic addressed
3. ADE staff work in a collaborative manner with LEA staff.
4. ADE staff display a high level of content knowledge.
5. Materials/data provided by ADE staff are characterized by a high level of accuracy.

The areas noted above were rated on a five-point scale: Strongly Agree (5); Agree (4); Somewhat Agree (3); Disagree (2); Strongly Disagree (1). In addition, respondents were asked to provide an overall satisfaction rating, with the following scale: Outstanding (5); Above Average (4); Average (3); Needs Improvement (2); Poor (1). A detailed listing of overall satisfaction ratings by program is provided on page 4 of this report. Since delivering "Knock Your Socks Off Service" (KYSO) is integral to ADE's vision, a "net top box" rating (the percent rating services "Poor"—assigned value of 1, subtracted from the percent rating services "Outstanding"—assigned value of 5) is also provided in the same chart.

Data Collection Process

The data collection process for the assessment entailed distribution of a confidential, online survey to ADE staff at all levels. The survey was designed to reveal consensus of opinion on issues, problems, what is currently working well and improvement opportunities.

Respondents were asked to give feedback (closed and open-ended) on ADE support services in: Human Resources/Payroll; Building Operations; Business and Finance; Information Technology (IT); Office of Communications; Government Relations; Research and Evaluation (R & E); Strategic Planning.

Data Analysis

Data analysis was accomplished using statistical analysis graphically presented, using the Pareto method to identify changes and/or critical areas needing attention. Pareto was also applied for conducting analysis of the stated opinions about what is currently working well, and opportunities for improvement (problems, issues and causes), for finding the changes that will lead to the greatest benefits. Use of this prioritization method helps to identify the most significant items among many and is useful where numerous possible courses of action are competing for attention. This method helps to prioritize where action and/or process changes should be focused.

¹ Performance Associates, Inc; *Delivering Knock Your Socks Off Service*, (New York: AMACON, 2007)

Results Overview

Respondents were asked to provide an overall satisfaction rating for each ADE internal support service provider. Averages for 2013 and 2012 are provided below, in addition to “net top box” ratings (percent rating “Poor” subtracted from percent rating “Outstanding”).

Note: the numbers below suggest that overall, internal customers were less satisfied with services provided in 2013 than in 2012. However, there were little statistical differences between 2012 and 2013 survey results for individual items. In many cases, item ratings improved in 2013. Paradoxically, although many respondents chose to not respond on a number of individual program items, the majority did respond to the “overall satisfaction rating” on all programs.

Program	2013 Overall Satisfaction Average	2012 Overall Satisfaction Average	2013 “Net Top Box”	2012 “Net Top Box”
Human Resources	3.91	4.06	27.7%	40.3%
Strategic Planning	3.83	3.84	24.1%	30%
Building Operations	3.78	3.98	20.5%	32%
Office of Communications	3.72	3.67	19.2%	16.3%
Business & Finance	3.67	3.90	16.3%	24.9%
Research & Evaluation (R&E)	3.66	3.74	17.0%	22.9%
Government Relations	3.63	3.79	15.7%	22.3%
Information Technology (IT)	3.46	3.78	10.4%	23.4%
ADE (overall internal support services performance rating)	3.72	3.38	15.2%	8%

Customer Feedback by Service Provider Group

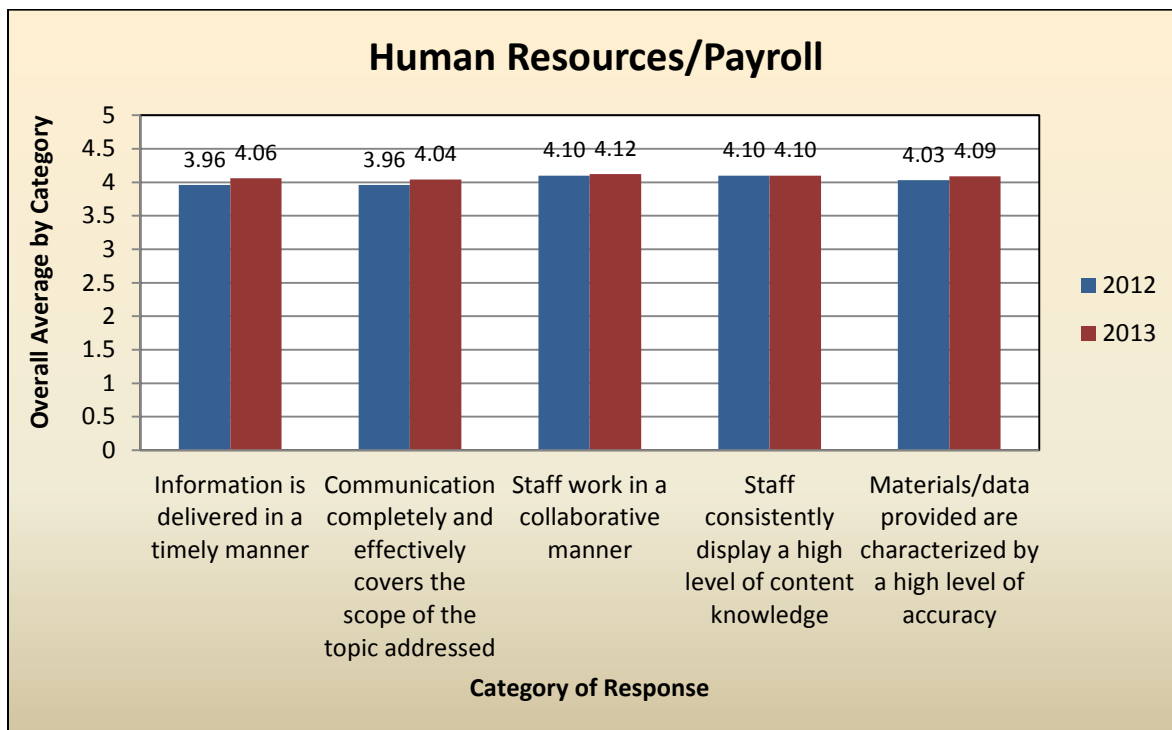
Employing a five-point scale (5 = Strongly Agree; 4 = Agree; 3 = Somewhat Agree; 2 = Disagree; 1 = Strongly Disagree), respondents were asked to indicate their agreement/disagreement with statements related to services provided by each identified group.

Overall satisfaction averages for services, as well as a summary of comments regarding what could be improved/what is working well, are provided for each group.

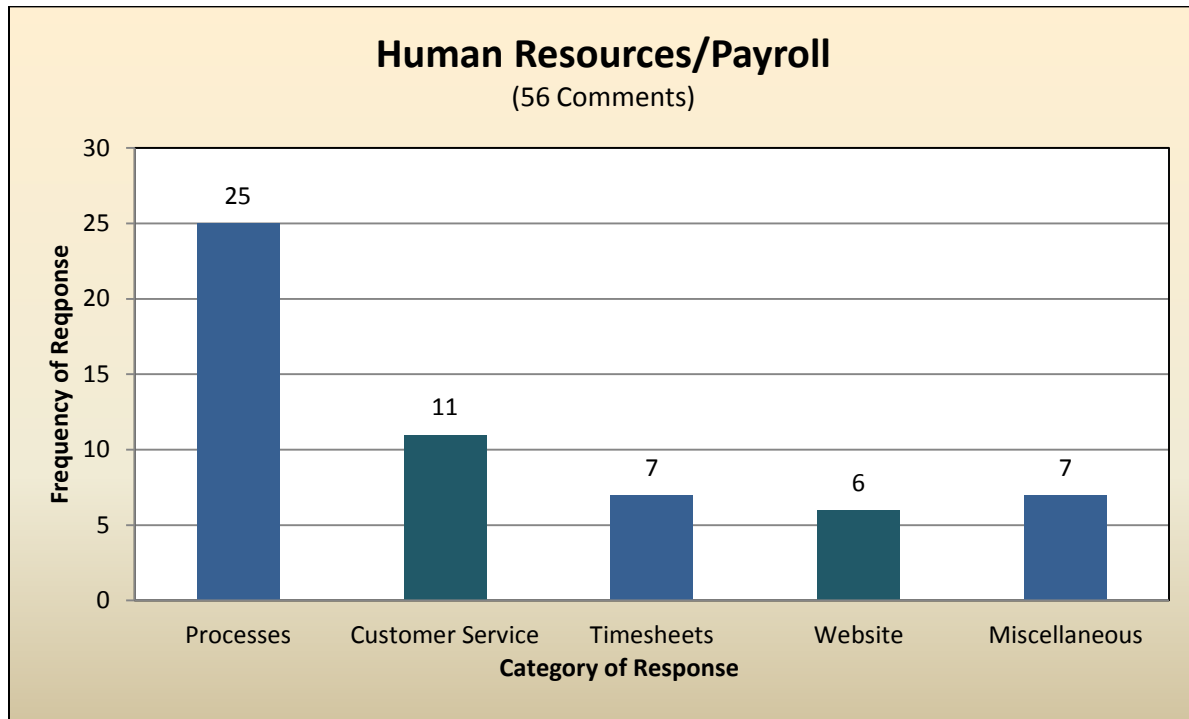
1. Human Resources/Payroll (Overall satisfaction rating: 3.91)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Position and personnel actions (classification and compensation)
- Disciplinary action guidance for managers
- Hiring process
- REACH events
- Benefits enrollment and support
- Management reports
- Payroll/timesheets support
- HR/Payroll intranet website



“Please identify at least one thing that could be improved by Human Resources.”



Processes:

- Streamline hiring process; speed up turn-around time, provide follow-up information to managers and internal candidates on status of process/hiring decisions
- Clarify MAPs process, improvements to miscellaneous processes

Customer Service:

- Ensure all staff are equipped/knowledgeable to explain processes, answer questions
- Provide more information, e.g. summary highlights of benefit package components, online course requirements, notice of payroll changes affecting index from other Divisions

Timesheets:

- Cumbersome process
- Provide user-friendly procedures, training, tip sheets, update links

Website:

- Applying for jobs on Yes site is cumbersome
- Update HR links for procedures

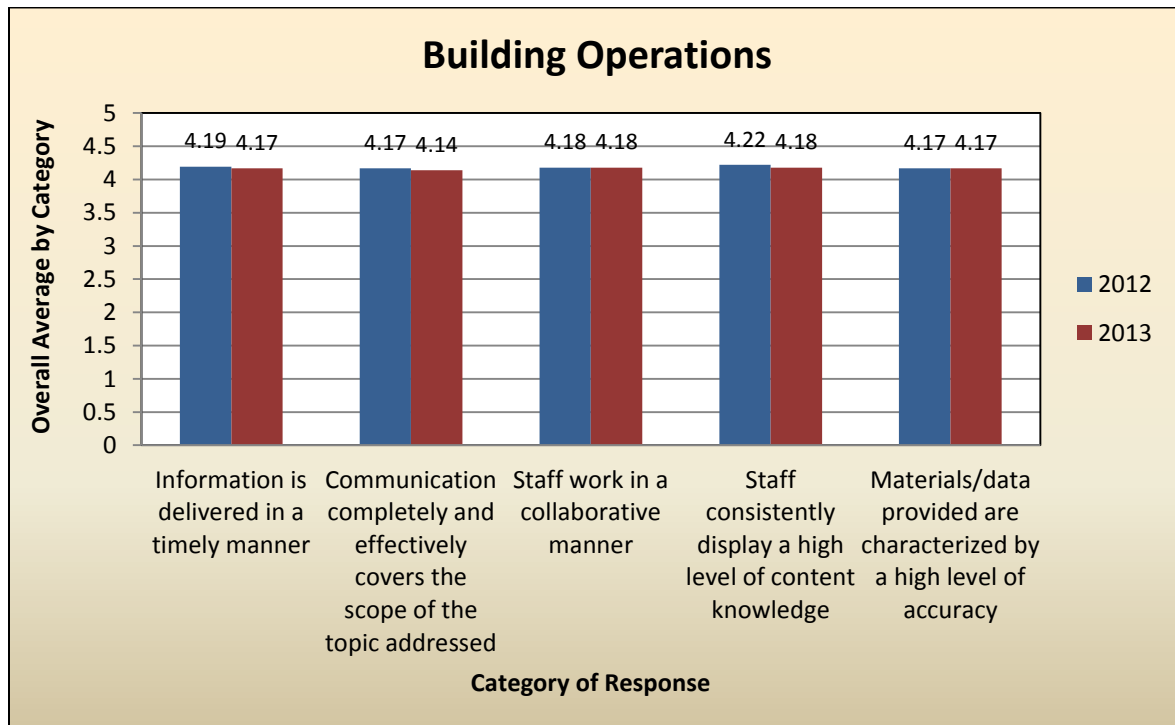
Working Well (Total 16 unsolicited comments):

- Staff consistently professional, helpful, approachable
- Efficient support; responsive staff

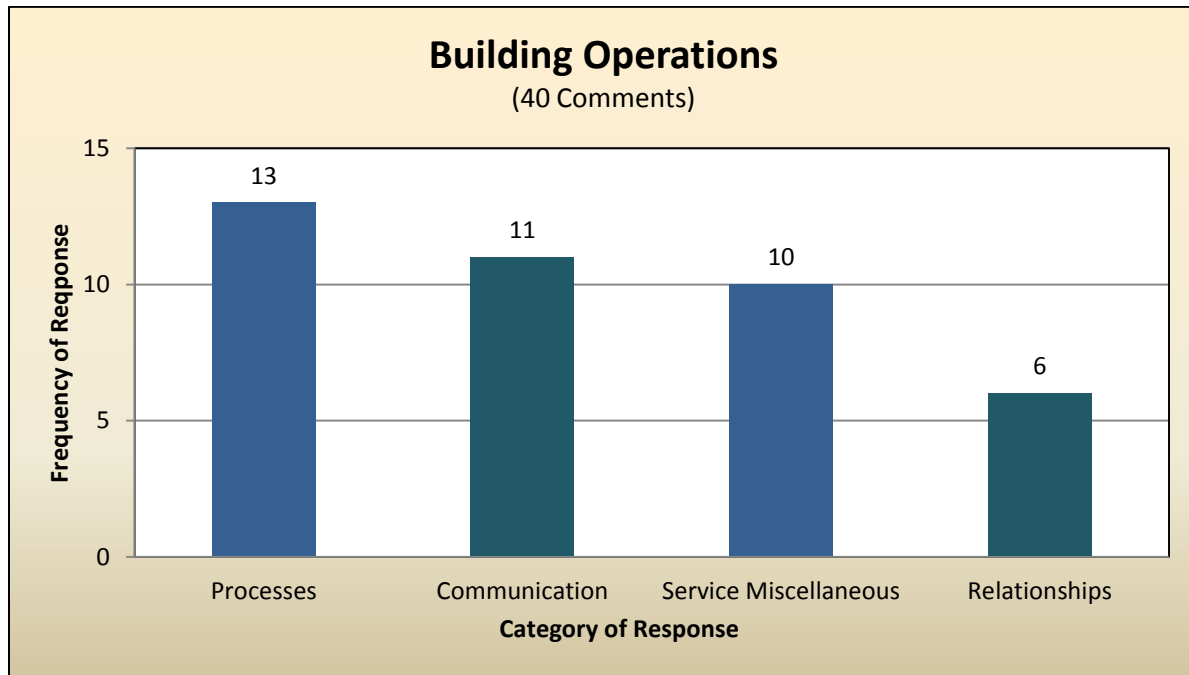
2. Building Operations (Overall satisfaction rating: 3.78)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Mail delivery
- Print Shop orders
- Facilities
- Conference room management and set-up
- Supplies management and delivery



“Please identify at least one thing that could be improved by Building Operations.”



Processes:

- Streamline/simplify room reservation, set-up and accountability process
- Installation of cubicles at 3300 Central (quality of contractor work)
- General process improvement across all Units within Building Operations

Communication:

- Needed more information on specifics of Central move
- Provide more timely communication; give updates on service requests

Service Miscellaneous:

- Hire more staff to help with effectively serving both sites
- Provide more responsive service to requests for maintenance, assistance

Relationships:

- Practice KYSO customer components in interactions and service
- Listen from customer perspective, demonstrate flexibility

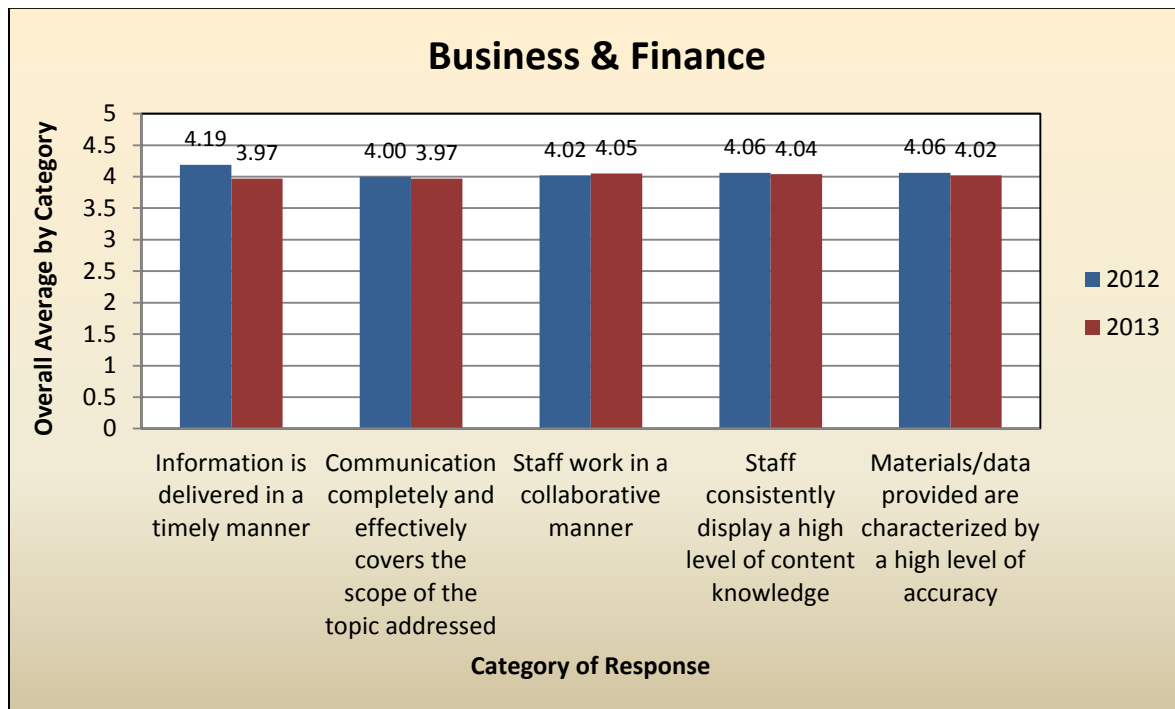
Working Well (Total 13 unsolicited comments):

- Central move was well-coordinated
- Staff consistently pleasant and helpful, work hard to resolve issues (especially with the volume of work they have)
- Operations staff (facilities, print shop, mail room) are very helpful, follow through on requests

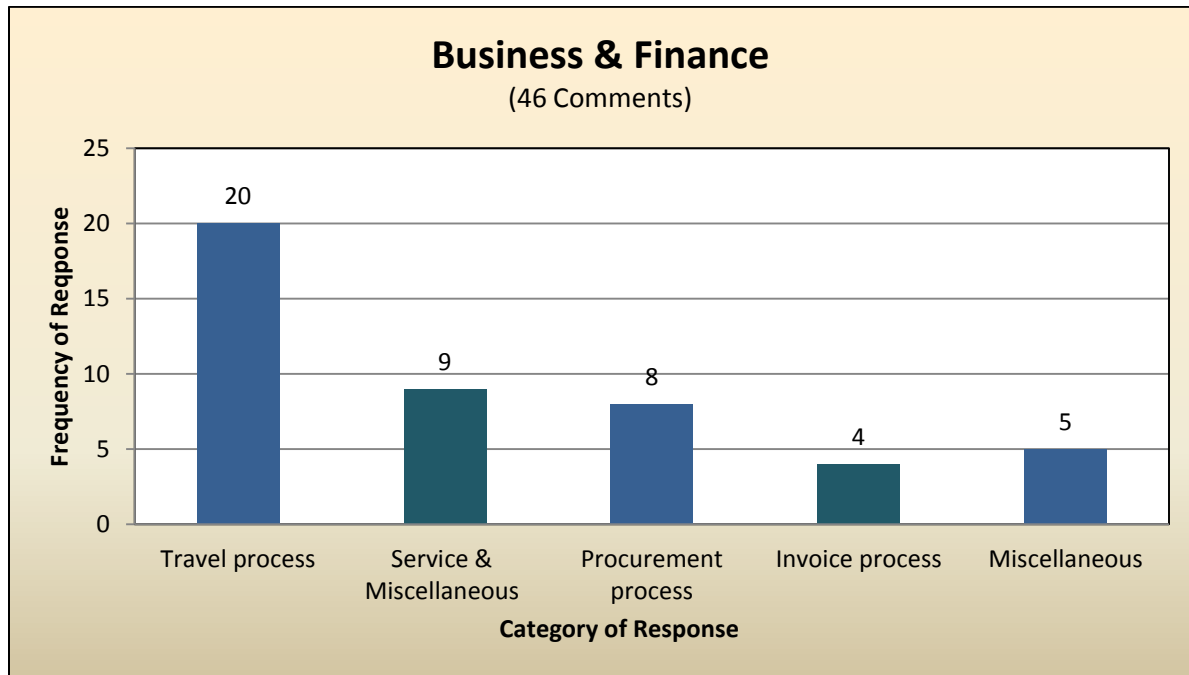
3. Business & Finance (Overall satisfaction rating: 3.67)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Procurement support
- Budget development assistance
- Purchasing
- Invoice processing
- Grants management assistance
- Travel processing
- Receivable processing



“Please identify at least one thing that could be improved by Business & Finance.”



Travel Process:

- Streamline/simplify reservation and reimbursement processes
- Comments re. mileage rates, hotel rates, air reservations; allow Units to make travel arrangements
- Provide timely updates/notification re. problems, processing
- Ensure all staff are trained to provide consistent answers and service

Service & Miscellaneous:

- Address customer from their perspective
- Improve customer service skills
- Provide consistent, timeline information from grants management

Procurement process:

- ProcureAZ ineffective and difficult; needs streamlining and efficiency work
- Provide more responsive, knowledgeable service to requests for assistance
- Train staff for consistent service and answers

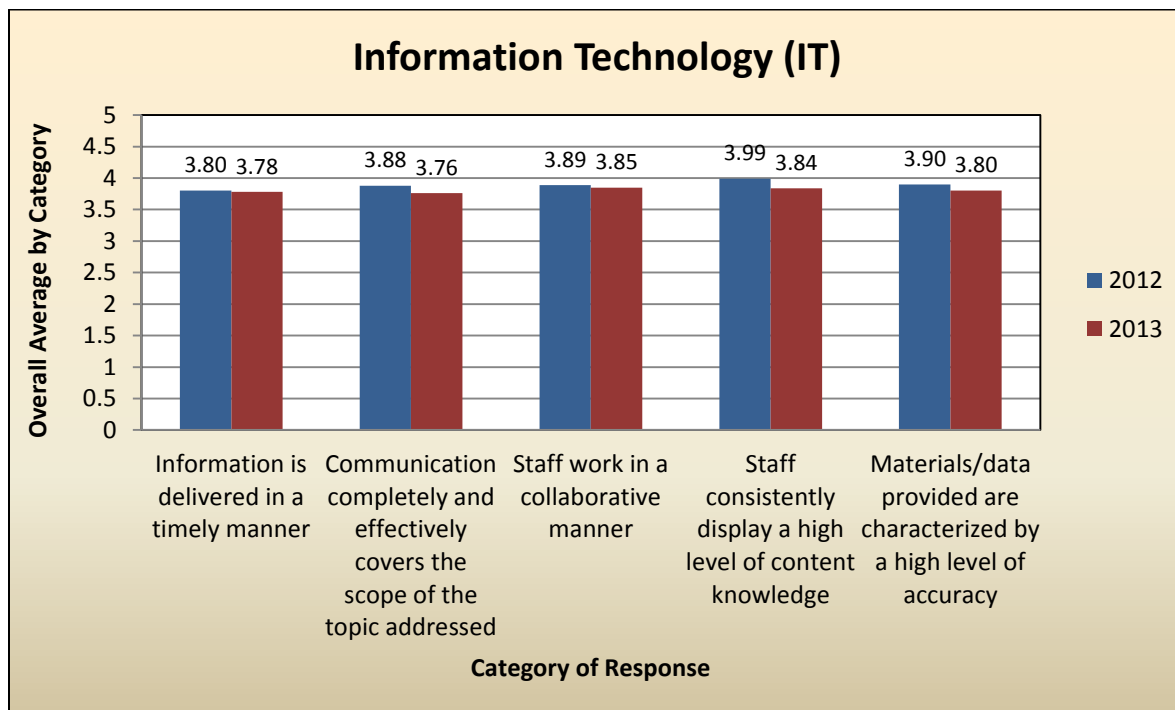
Working Well (Total 6 unsolicited comments):

- Staff consistently pleasant, knowledgeable and helpful
- Staff respond in a timely manner, service improving
- Some team members especially helpful

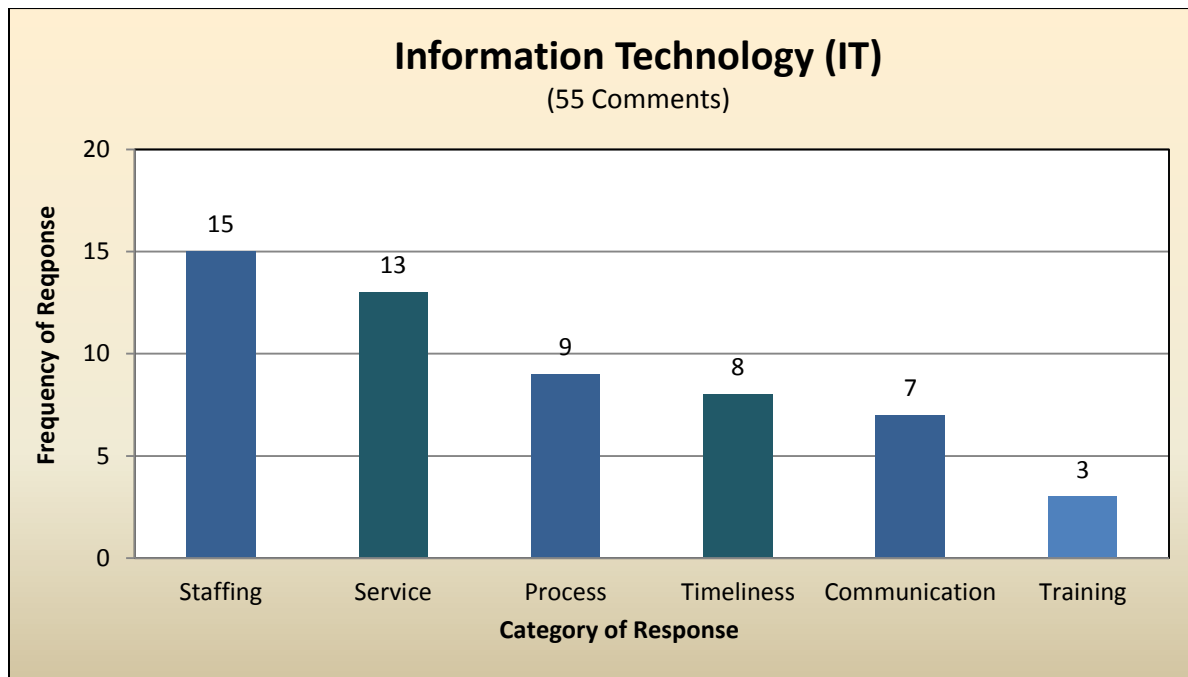
4. Information Technology (IT) (Overall satisfaction rating: 3.46)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- System accessibility
- Network availability
- Help Desk
- Systems development and enhancement



“Please identify at least one thing that could be improved by IT.”



Staffing:

- Increase support staffing levels; be sensitive to impact of staff turnover on customer projects
- Provide more on-site IT staff (both buildings)
- Understaffing negatively impacts service and ability to meet deadlines

Service:

- More support for all sites; issues with Central move
- Clear, concise, accurate data/reports

Process:

- Improve response time to email requests for support, information and problem and/or project resolution/completion (ticket system)
- Miscellaneous process issues (Outlook, VPN, Unit online applications)

Timeliness:

- Improve Help desk response time to email requests for support, information and problem and/or project resolution/completion

Communication:

- Over-communication on pop-ups, ticket changes
- Provide clearer, more understandable communication

Training:

- Provide training on software updates, internally developed software

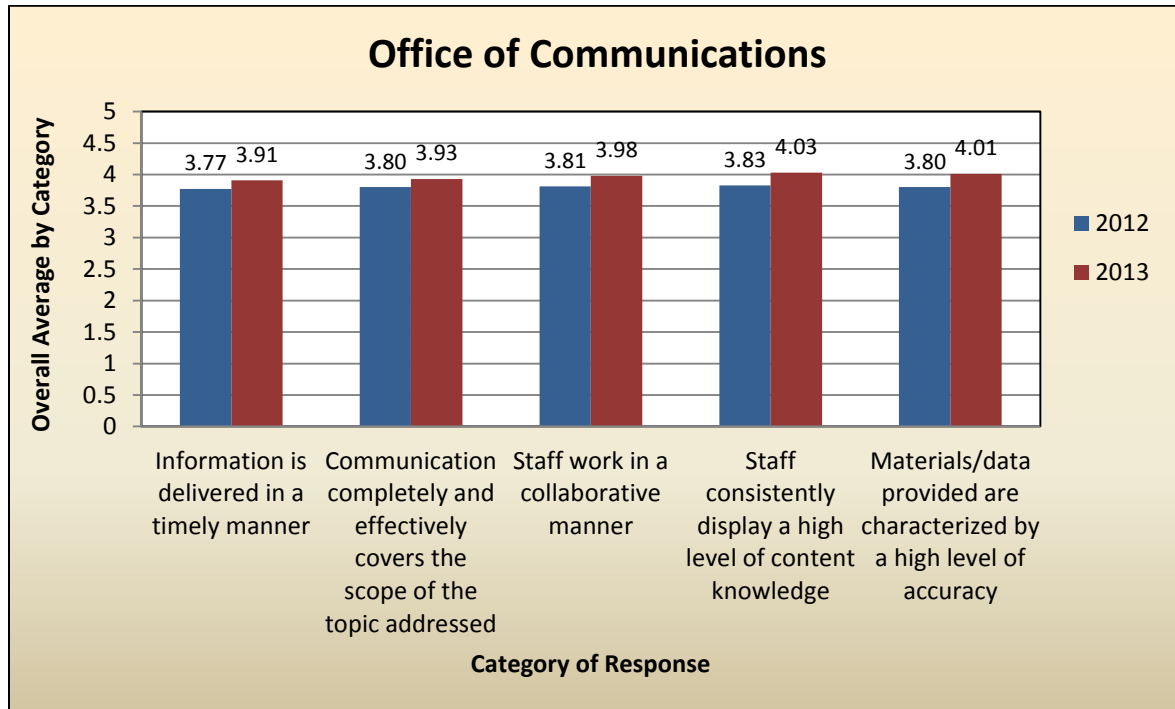
Working Well (Total 6 unsolicited comments):

- Staff consistently pleasant, knowledgeable and helpful, service improving

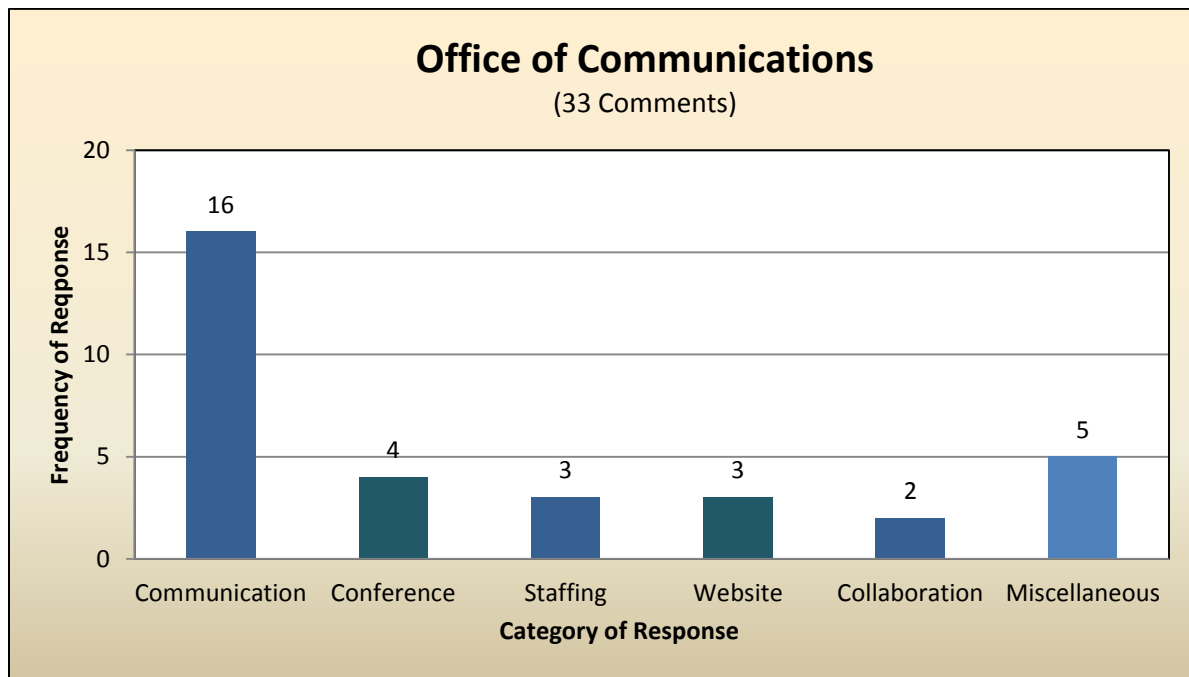
5. Office of Communications (Overall satisfaction rating: 3.72)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Internal information-sharing
- Website development and maintenance
- Conference operations maintenance



“Please identify at least one thing that could be improved by Office of Communications.”



Communication:

- Publish ADE Insider on regular, predictable schedule
- Internal communication has improved, needs continued improvement

Conference:

- Not sure what Conference Operations refers to

Staffing:

- Need more staff

Website:

- Problems with website development and maintenance
- Needs to be more user-friendly, easier to locate web pages

Collaboration:

- Be more proactive in learning about Unit functions, listen more

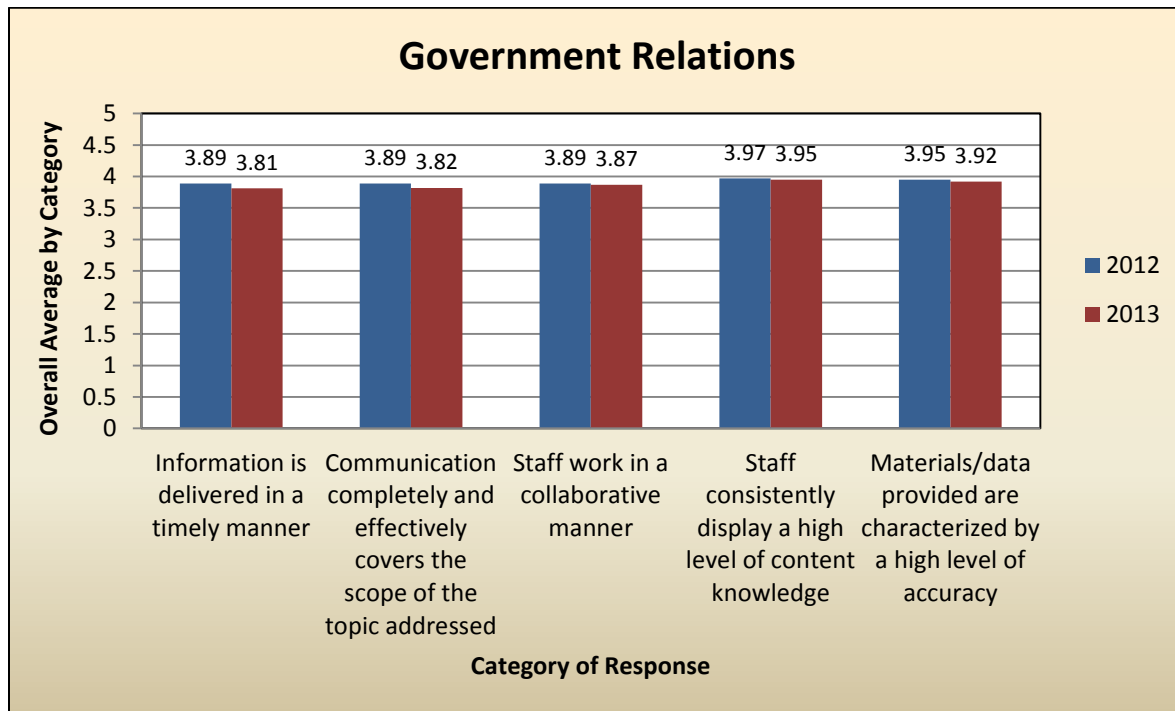
Working Well (Total 5 unsolicited comments):

- Conference staff has been most helpful regarding event planning
- Website team is helpful

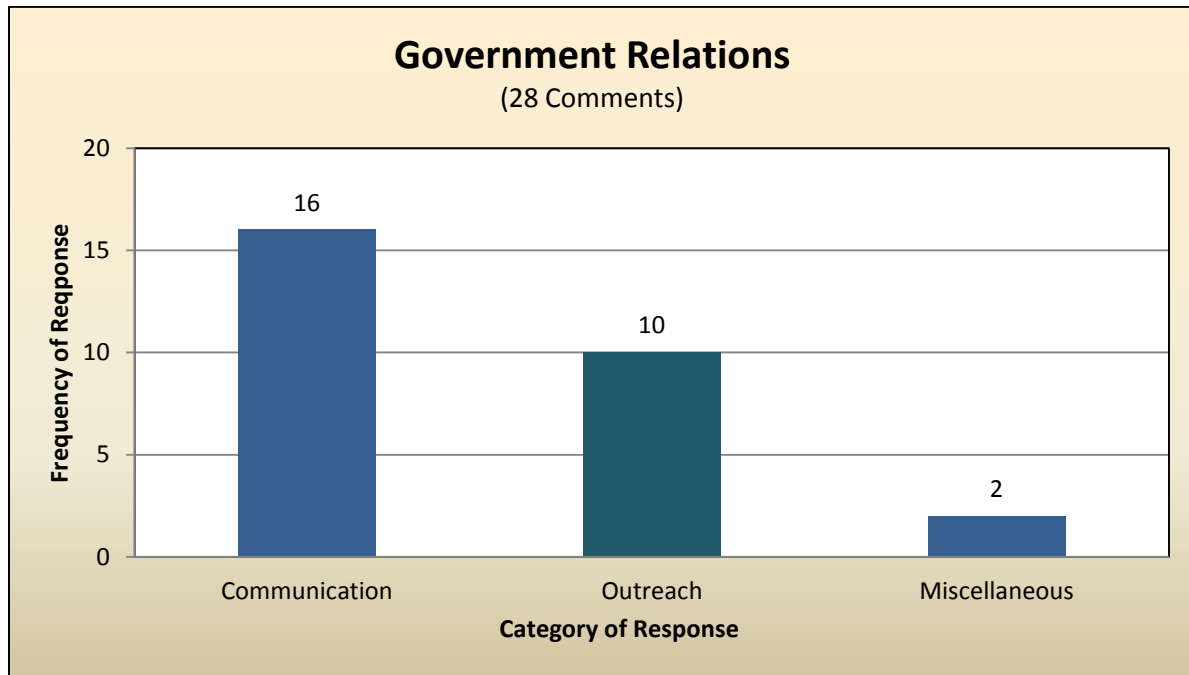
6. Government Relations (Overall satisfaction rating: 3.64)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Promote ADE legislative agenda
- Monitor Federal activities affecting ADE
- Guidance on implementing specific legislation and policy
- Communication and updates regarding new/changes to legislation and/or policy



“Please identify at least one thing that could be improved by Government Relations.”



Communication:

- Provide in-depth information (not just a listing of bills, information often too general)
- Share information on what the ADE administration will promote in future legislative sessions, ADE position on current legislation
- Ensure information provided to leadership is shared with staff at all levels
- Provide timely information, reduce frequency of last-minute policy changes

Outreach:

- Provide information to all ADE staff on what Government Relations does (offer periodic brown bag sessions)
- Not aware of this work group or what they do
- Ensure those Units impacted by legislation receive timely updates

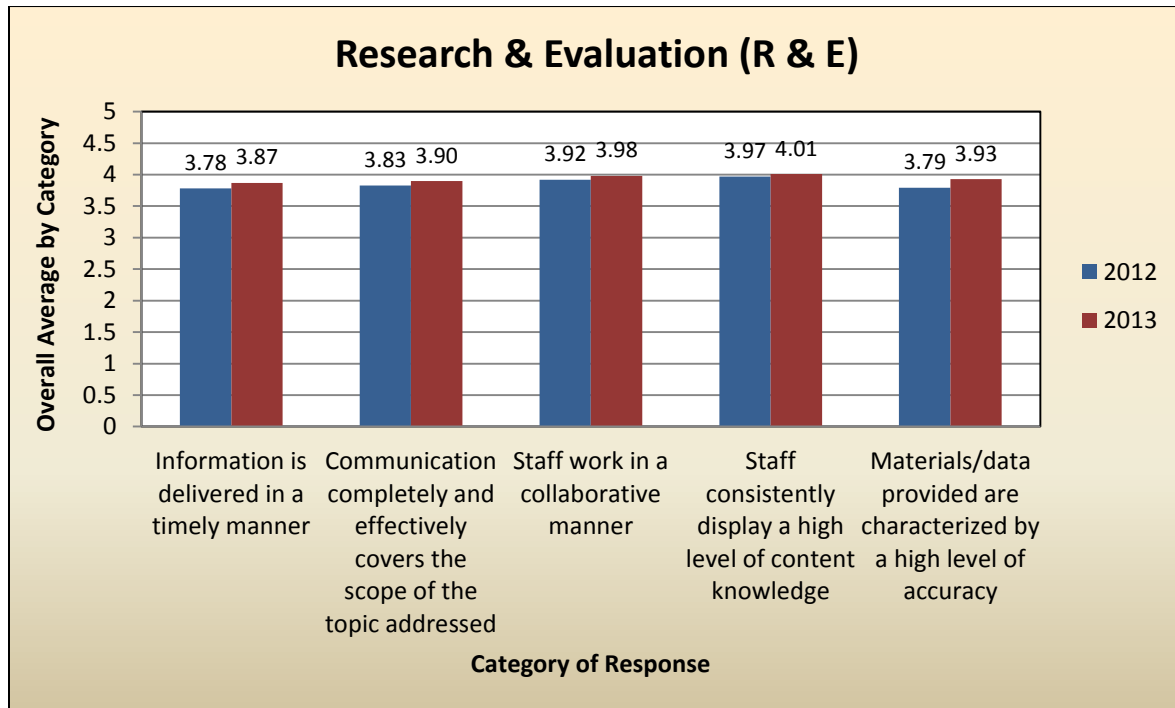
Working Well (Total 6 unsolicited comments):

- Appreciate the well-written legislative updates
- Staff are very knowledgeable, provide much appreciated assistance and information

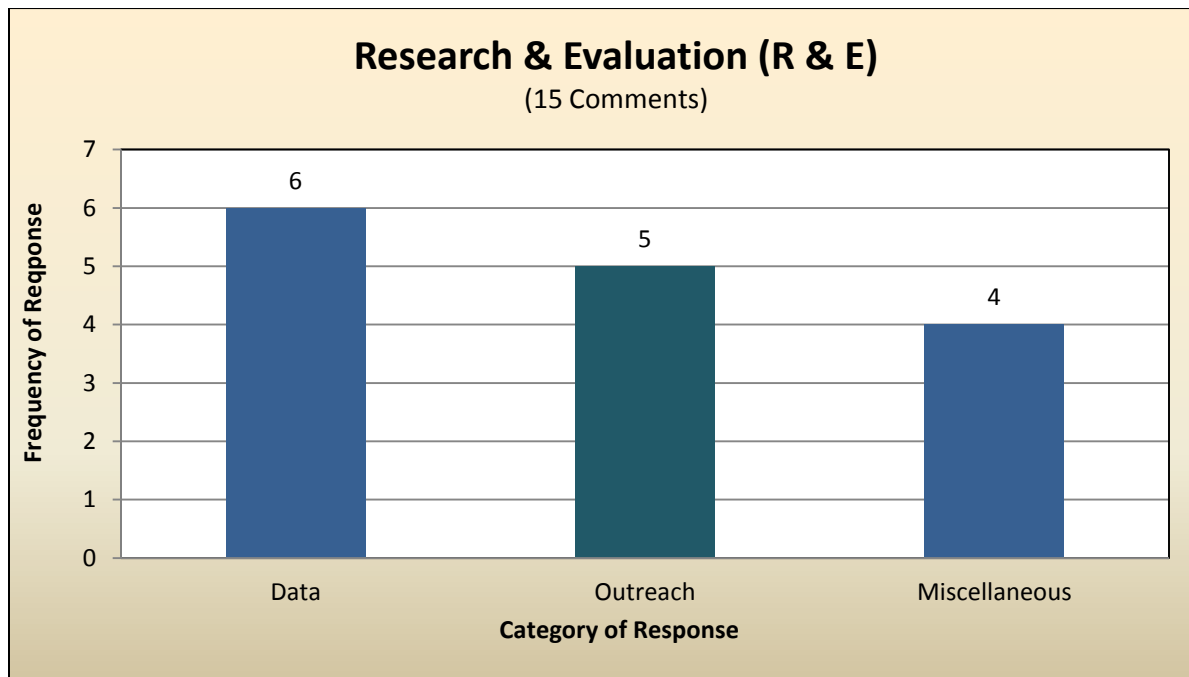
7. Research & Evaluation (R & E) (Overall satisfaction rating: 3.66)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Data collection and analysis
- Data reporting
- Special projects



“Please identify at least one thing that could be improved by R & E.”



Data:

- Provide data in a user-friendly format
- Provide accurate data in a timely manner, make it accessible to all divisions/units, and to the public

Outreach:

- Unsure of this group's role and what they do
- Unaware of this group; don't receive information from them
- Provide workshops, increase visibility

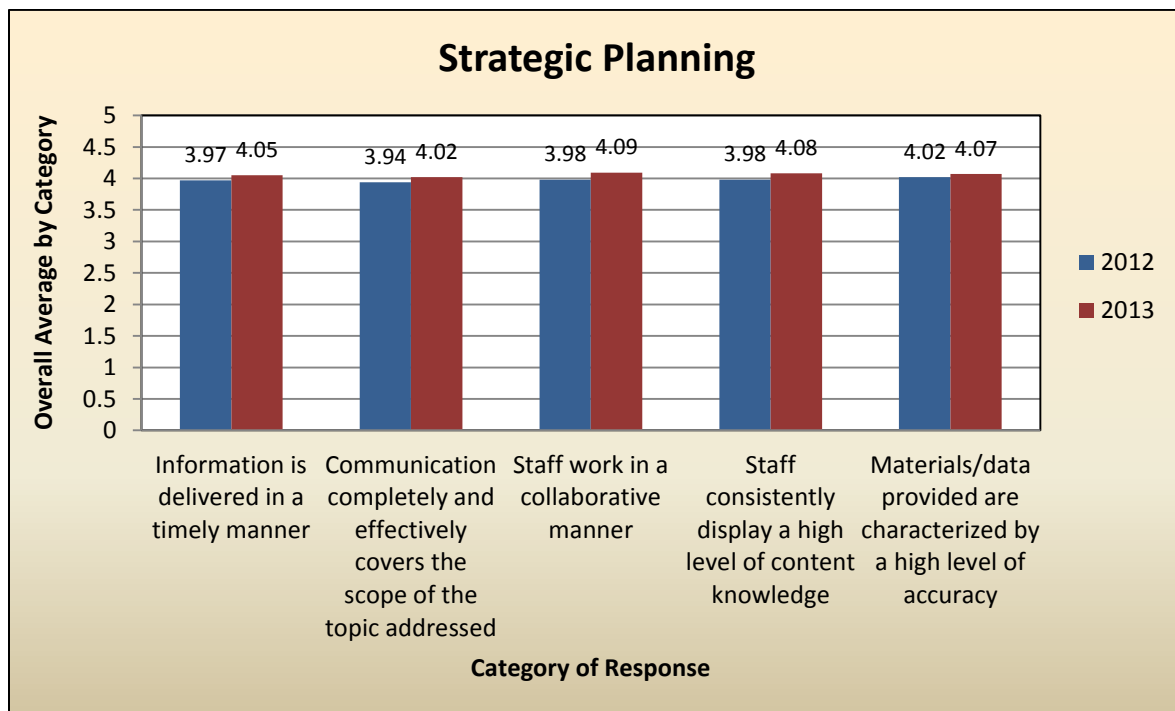
Working Well (Total 4 unsolicited comments):

- R & E staff do outstanding work; often go above and beyond
- Staff are providing accurate information and reports in a timely manner
- Staff very collaborative

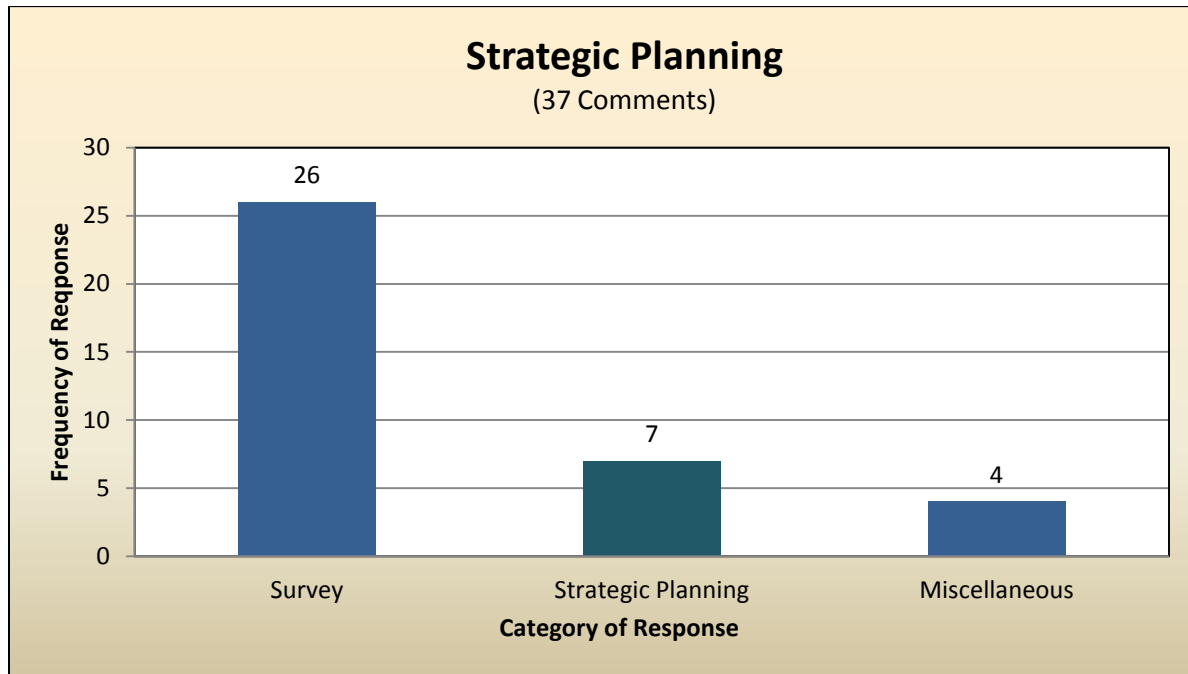
8. Strategic Planning (Overall satisfaction rating: 3.83)

The overall averages shown in the chart below reflect a summary of ratings in each component for the following services:

- Training, guidance and/or facilitation of ADE strategic plan
- Training, guidance and/or facilitation of Division, Section, Unit strategic plans
- Facilitation of Employee Satisfaction Survey
- Facilitation of External Customer Satisfaction Survey
- Facilitation of Internal Customer Satisfaction Survey
- Facilitation/support on special projects



“Please identify at least one thing that could be improved by Strategic Planning.”



Survey:

- Survey fatigue
- Survey too long; needs to be abbreviated or provide opt-outs rather than N/A
- External survey questions not specific enough to provide meaningful information
- Internal survey not relevant to the work I do; never see results of internal or external surveys
- Make internal and external surveys more customized to get relevant feedback

Strategic Planning Process:

- Planning needs to be more inclusive of staff
- Receive little to no information about the strategic plan
- Need to see/hear the Superintendent talk about the strategic plan and progress/status of current initiatives
- Ensure the ADE plan is strategic, and reflects how the work of ADE groups are aligned

Working Well (Total 6 unsolicited comments):

- Unit has done good work
- Staff are supportive; appreciate reminders on external survey process